



**Issue Management Process
For [Project Name]**



1 Introduction

The Project Issue Management Process is followed during the Execution phase of the Project Management Life Cycle throughout the project; however, issues may be identified at any stage of the project life cycle.

1.1 What is an Issue?

An issue is a present problem or concern that if not resolved, will impact a project's triple constraint of budget, schedule and scope.

1.2 What is an Issue Management Process?

An Issue Management Process should be followed to track any issue that may impact the success of a project. This process entails completing a variety of review techniques to assess the level of impact that the issue is having on the project and then undertaking a range of actions to resolve or reduce the issue as appropriate.

The Issue Management Process is used to ensure that every issue identified is formally:

- Communicated
- Documented
- Monitored
- Reviewed
- Resolved.

1.3 When to use an Issue Management Process

Any issue identified during the life of the project will need to be formally managed as part of the Issue Management Process. Without a formal Issue Management Process in place, the objective of delivering a solution within 'time, cost and quality' may be compromised.

The Issue Management Process is terminated only when the Execution phase of the project is completed (i.e. just prior to Project Closure).

1.4 Instructions

Not all sections in this document will apply due to the uniqueness of each project. If a particular section is not applicable; enter NA (Not Applicable) to indicate that you have at least considered this section.

Under Contact Information, the Sponsor, Authorized By, and Contact can be the same or different individuals.

All tables and boxes are expandable. Add rows when it is necessary to include additional information.



Project Issue Management Process

Definitions of project management and technology terms are presented in the On-line Project Management Glossary (www.technology.wv.gov).

1.5 Contact Information

Date Submitted: Click here to enter a date. Prepared By: Click here to enter text.

Sponsor: Click here to enter text. Sponsoring Entity: Click here to enter text.

Authorized By**: Click here to enter text. Contact: Click here to enter text.

Contact Phone No.: Click here to enter text. Contact Email: Click here to enter text.

PAS number: Click here to enter text.

1.6 Document Information

Document History

Version	Issue Date	Changes
[1.0]	[Date]	[Section, Page(s) and Text Revised]

1.7 Submit Questions and Acceptance documents to:

wwot.epmo@wv.gov



Table of Contents

1	INTRODUCTION.....	II
1.1	WHAT IS AN ISSUE?	II
1.2	WHAT IS AN ISSUE MANAGEMENT PROCESS?.....	II
1.3	WHEN TO USE AN ISSUE MANAGEMENT PROCESS	II
1.4	INSTRUCTIONS	II
1.5	CONTACT INFORMATION	III
1.6	DOCUMENT INFORMATION.....	III
1.7	SUBMIT QUESTIONS AND ACCEPTANCE DOCUMENTS TO:	III
2	ISSUE MANAGEMENT PROCESS.....	2
2.1	OVERVIEW	2
2.2	RAISE ISSUE	4
2.3	EVALUATE AND DOCUMENT ISSUE	4
2.4	ASSIGN ISSUE TO BE RESOLVED.....	4
2.5	RESOLVE ISSUE	4
3	ISSUE ROLES.....	5
3.1	ISSUE ORIGINATOR	5
3.2	PROJECT MANAGER	5
3.4	PROJECT SPONSOR	5
3.5	PROJECT TEAM	5
4	ISSUE DOCUMENTS.....	5
4.1	ISSUES/WATCH ITEMS LOG	5
4.2	PROJECT CLOSURE REPORT	5



2 Issue Management Process

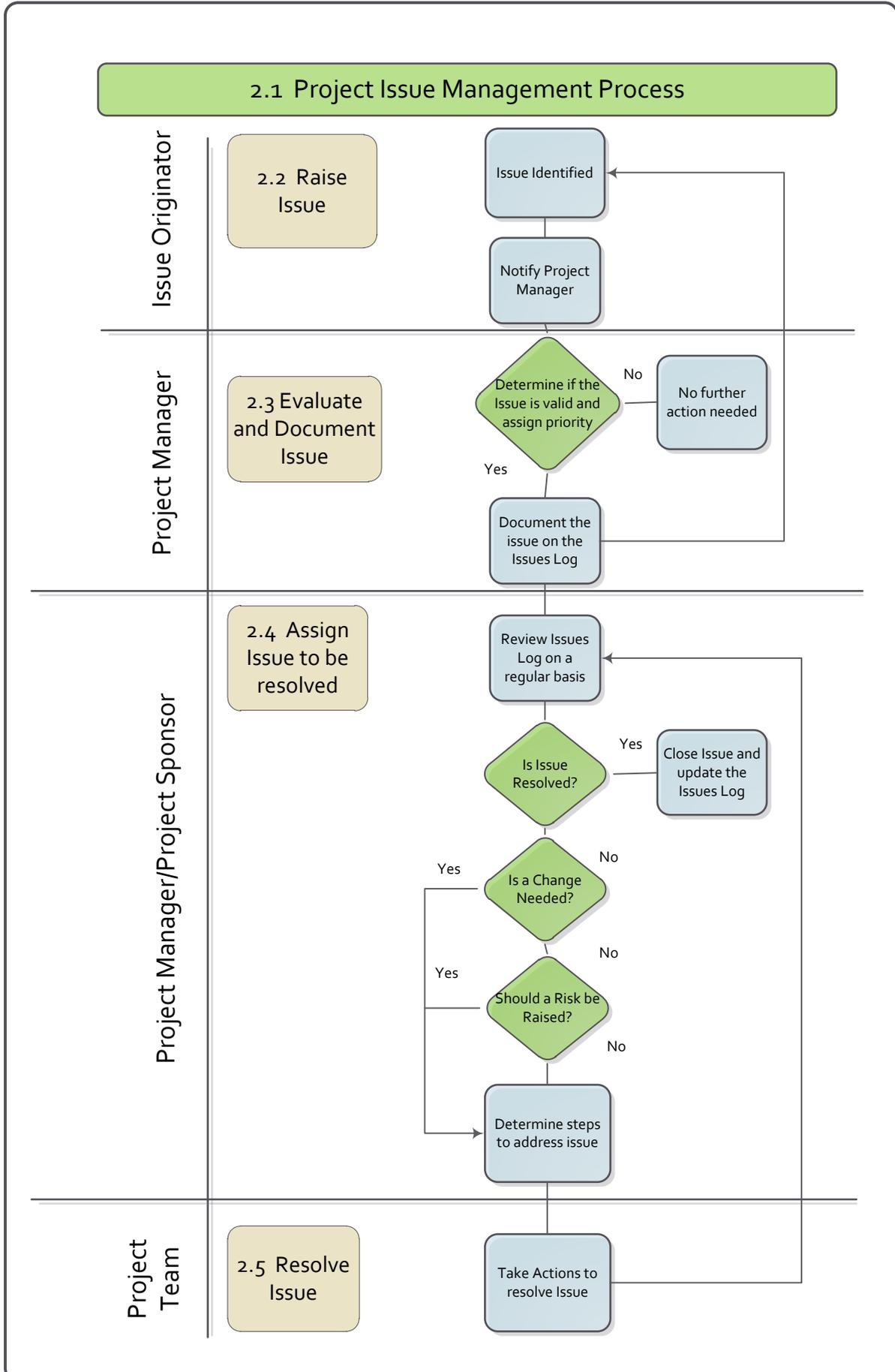
2.1 Overview

An Issue Management Process is undertaken to ensure that each issue identified within the project environment is documented, prioritized and resolved within an appropriate time frame so that project deadlines are not negatively impacted. An issue is defined as any event which currently adversely affects the ability of the project to produce the required deliverables.

Issue Management involves the implementation of five key processes:

- The identification of project issues
- The evaluation and documentation of project issues
- The determination of issue resolution actions
- The monitoring and control of assigned issue resolution actions
- The closure of project issues.

The following diagram describes the roles, processes and procedures to be undertaken to identify, document, priorities and resolve issues within the project:





2.2 Raise Issue

Customers or any member of the project team can raise a project-related issue at any time. When this occurs, the Issue Originator:

- Identifies an issue applicable to a particular aspect of the project (e.g. scope, deliverables, timescales)
- Informs the Project Manager, preferably through a written communication.

2.3 Evaluate and Document Issue

The Project Manager reviews the issue(s) raised and determines whether or not each issue is applicable to the project. This decision is based upon whether or not the issue impacts:

- A deliverable specified in the Project Charter
- The quality targets specified in the Quality Review Form
- The delivery targets specified in the Project Plan
- The resource targets specified in the Resource Plan
- The financial targets specified in the Financial Expense Plan

If an issue is considered by the Project Manager to be 'related to the project', then a formal issue is documented on the Issues/Watch Items Log and an issue number assigned. The Project Manager will assign an issue 'priority' based upon the level of impact of the issue to the project.

2.4 Assign Issue to be Resolved

After investigating the issue and consulting with the appropriate staff, the Project Manager may decide:

- To close the issue on the Issue/Watch Items Log if there are no outstanding issue actions and the issue is no longer impacting on the project
- To raise a change request if the issue results in the need for a change to the project
- To raise a project risk if the issue is likely to impact on the project in the future
- To assign issue actions to attempt to resolve the issue..

2.5 Resolve Issue

After a plan to address the issue has been determined, the Project Manager will:

- Schedule each step for completion
- Ensure each step is completed
- Reviewing the success of each step completed
- Communicate the success of each action completed
- Close the issue on the Issues/Watch Items Log



3 Issue Roles

The following resources will play a role in the identification, review and resolution of issues within a project:

3.1 Issue Originator

The Issue Originator identifies the issue and notifies the Project Manager, preferably through a written communication. The Issues Originator can be the Customer or any member of the project staff.

3.2 Project Manager

The Project Manager receives, records, monitors and controls the progress of all issues within a project. The Project Manager is responsible for:

- Receiving issues that are raised from Issue Originators
- Recording and prioritizing issues deemed appropriate to the project in the Issues/Watch Items Log
- Regularly reviewing all issues
- Identifying issues which require change requests and/or project risks to be raised to the Project Sponsor
- Approving issue resolution actions
- Closing issues which are no longer impacting on the project.

3.4 Project Sponsor

The Project Sponsor will receive issues from the Project Manager that are deemed high priority or high impact to the overall success of the project. The Project Sponsor may direct or guide the Project Manager on the most appropriate course of action to take to resolve the issue.

3.5 Project Team

The Project Team will implement the necessary steps to resolve the issue based on direction from the Project Manager or Project Sponsor.

4 Issue Documents

The following documents are used to monitor and/or control issues within the project:

4.1 Issues/Watch Items Log

The Issues/Watch Items Log is used to identify, document and track project issues.

4.2 Project Closure Report

The Project Closure report formalizes the closure of the project. It provides confirmation that any remaining issues are captured and noted for future phases or project work prior to formally closing the project.